

## ***The Certified Quality Manager Handbook, Second Edition***

By Duke Okes and Russell T. Westcott  
Quality Press, 2001

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Recent project management literature and project managers themselves increasingly recognize a *quadruple* constraint of project management: cost, schedule, technical performance, and quality. Project managers are generally well-schooled in the traditional first three. Quality can be a new challenge. *The Certified Quality Manager Handbook, Second Edition* by Duke Okes and Russell T. Westcott provides a complete resource for the busy project manager looking for substance without encumbering detail.

The description above, “without encumbering detail,” should not be taken negatively. This text is by no means a superficial overview. It is exactly what project managers need—a means for developing quality literacy that will enable them to understand, evaluate, and affect the quality components of their projects.

The Quality Management Division of the American Society for Quality (ASQ) produced the book as a guide in preparing for the ASQ Certified Quality Manager examination. It is a rich resource of management-level quality information that is ideally suited to the needs of a project manager. It comprises a comprehensive collection of executive summaries across the full spectrum of the quality management body of knowledge, including leadership, strategy development and deployment, quality management tools, customer-focused organizations, supplier performance, management, and training/development.

One note of caution: a project manager should not skim this book and then announce with confidence, “Now I am one.” A project of substantial size would probably benefit from a designated quality manager—a quality professional with expertise and fluency in details who can perform the project’s necessary day-to-day, hands-on quality tasks.

The book is organized in a two-tier system of sections (body of knowledge elements) and chapters (components of each element). Each chapter begins with bulleted lists describing how the chapter will help the reader and what the chapter will discuss. Each chapter closes with endnotes and suggestions for further reading. Documentation and references are substantial throughout.

Three sections are of immediate interest to project managers. The leadership section consisting of two chapters appears first and establishes the foundation for following material. Quality begins at the top and succeeds only through top-management support. The evolving definition of quality recognizes the difference between what Dr. Joseph Juran [a writer and lecturer on the topics of quality planning and control] calls *little-q* (product quality) and *big-Q* (organizational process quality). Nowadays, the focus is on big-Q with little-q as a component. The leadership section also addresses the basics of organization design, organization change, negotiation, conflict resolution, and team building.

The management section includes chapters on principles, communication, projects, quality systems, and quality models. The discussion of projects will seem a bit thin to experienced project managers. Perhaps this is an area in which project management professionals might contribute to the expertise enhancement of quality professionals. The discussion of quality systems and models should be illuminating to project managers. Both are essential to understanding and embracing quality as a key element of project success, not just another “thing to do.”

The section on quality tools gets down to nitty-gritty, how-to information that will arm a project manager to act on quality, not merely know about it. It includes the classic seven tools of quality control as well as the newer seven management and planning tools. All are useful in leading and controlling project performance. The discussion of process management is complete and well-supported by clarifying graphics. The chapter on measurement is written for understanding, not show, and clearly describes complex concepts related to statistics, capability, and benchmarking.

Readers should move next to sections on customer-focused organizations and supplier performance as areas of project-related interest. Jan Carlzon’s *Moment of Truth*—“any episode in which the customer comes in contact with any aspect of the organization and gets an impression of the quality of its service”—should be an eye-opener for project managers who tend to focus mostly on technical aspects of their project. And, in many large projects, supplier quality is critical to project quality and should be the basis for subcontract award, not price alone.

Finally, a perusal of the strategy development/deployment and training/development sections will complete the tour of the quality management community. Both areas will probably be familiar to project managers, easing the assimilation of quality contexts.

Project managers cannot and must not do everything. They must hire good people and then effectively delegate to get things done well, on time, and within

budget. As mentioned earlier, quality is gaining recognition as a fourth and essential constraint. *The Certified Quality Manager Handbook, Second Edition* provides the information necessary to manage this constraint. It should be a project manager's first stop on the personal education path and kept close at hand as a guide along the project performance trail.

This book is available from the Project Management Institute bookstore at <http://www.pmibookstore.org>.

## ***The 7 Levels of Change: The Guide to Innovation in the World's Largest Corporations***

By Rolf Smith

The Summit Publishing Group,  
Arlington, TX, 1997

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In this era of transformation, what better topic is there to study and discuss than change?

At first glance, *The 7 Levels of Change: The Guide to Innovation in the World's Largest Corporations* appears as nothing more than a compilation of the author's favorite briefings, lecture notes, or corporate "war stories" drawn from a client list that includes a number of Fortune 500 companies. A second look confirms that this book is truly different. For example:

- In the lower left page margins of the book, the reader will find copies of slides that the author has developed for use in his so-called thinking expeditions.
- Next comes a seven-page overview of the book's main ideas.
- Each chapter starts with a "mind map" or graphic outline of that chapter's contents.
- There is a liberal use of annotations in the margins printed to look like handwritten notes or drawings.

Yet another clever idea, which some might dare to call an innovation, comes in the form of a bright yellow bookmark that is included with the text. On one side, this marker lists strategies for making professional change at work; on the other side appears strategies for

personal changes that one might make at home. But this book is not just a collection of gimmicks and/or cheap facilitator tricks.

The author and the book's many contributors—listed in the acknowledgments section and cited graciously throughout—have done a good job at structuring this guide so that the reader doesn't have to start at the beginning and read straight through to understand or apply its lessons. Creative design and editing make this book a useful desk-side reference.

The titles of each chapter follow:

- Innovate or Die!
- The Magic Number 7
- Level 1: Effectiveness – Doing the right things
- Level 2: Efficiency – Doing the right things right
- Level 3: Improving – Doing things better
- Level 4: Cutting – Doing away with things
- Level 5: Copying – Doing things other people are doing
- Level 6: Different – Doing things no one else is doing
- Level 7: Impossible – Doing things that can't be done
- What's Next?
- Getting Ready for Change

In the book's main body, Smith describes the essence of each type of change, noting that no one type is any better than the others but merely different. In the back matter, Smith provides plenty of complementary material in the form of case studies, self-assessment exercises, and reference materials. Of particular interest to the readership of *Army AL&T* might be the case study on the U.S. Navy's SMART Ship Project, USS Yorktown.

*The 7 Levels of Change: The Guide to Innovation in the World's Largest Corporations* is a book for all members of the Defense acquisition, logistics, and technology communities. This book is much more than a think piece or a treatise from some ivory tower or business school printing press. *The 7 Levels of Change: The Guide to Innovation in the World's Largest Corporations* contains both theoretical and practical advice for anyone faced with the management of organizational change. It is a guidebook that promises to deliver results and, in the opinion of this reviewer, Smith delivers on his promise. It is a must-read for those who wish to master change versus having change master them.